

DISTRICT OF COLUMBIA
+ + + + +
ALCOHOLIC BEVERAGE CONTROL BOARD
+ + + + +
MEETING

IN THE MATTER OF:

MPD Reimbursable Detail
Rulemaking

August 13, 2014

The Alcoholic Beverage Control Board met in Alcoholic Beverage Control Hearing Room, Reeves Building, 2000 14th Street N.W., Washington, D.C., Chairperson Ruthanne Miller presiding.

PRESENT:

RUTHANNE MILLER, Chairperson

NICK ALBERTI, Member

DONALD BROOKS, Member

HECTOR RODRIGUEZ, Member

MICHAEL SILVERSTEIN, Member

ALSO PRESENT:

P-R-O-C-E-E-D-I-N-G-S

(11:37 a.m.)

CHAIRPERSON MILLER: And we can go on to our scheduled rulemaking case on MPD Reimbursement Loan detail.

Okay. We're here today to conduct a public hearing and take comment on a proposed rulemaking that modifies Section 718.2 of Title 23 of the DCMR regarding the MPD Reimbursable Detail Subsidy Program.

Specifically, the proposed rules increase the number of days covered by the MPD Reimbursable Detail Subsidy Program from Friday and Saturday nights to seven days a week. The proposed rules also will allow for the subsidy to cover special events.

The rules continue to limit reimbursement under the program to only those hours worked by MPD officers from 11:30 p.m. to 5 o'clock a.m.

I'll begin this hearing by calling on witnesses who notified the Agency in

1 advance regarding their desire to address the
2 Board, and that would be Kristen Barden from
3 Adams Morgan, and then I'll entertain comments
4 from other interested parties who wish to be
5 heard. Additionally, interested parties are
6 permitted to submit written comment for the
7 Board's consideration by no later than 4
8 o'clock p.m. August 22nd, 2014. Welcome.

9 MS. BARDEN: Hi.

10 CHAIRPERSON MILLER: Hi.

11 MS. BARDEN: Good morning.

12 CHAIRPERSON MILLER: Okay. Are
13 you Kristen?

14 MS. BARDEN: Yes, I'm Kristen.

15 CHAIRPERSON MILLER: Okay.

16 MS. BARDEN: Good morning, ABRA
17 Board Members. My name is Kristen Garden, I'm
18 the Executive Director of the Adams Morgan
19 Partnership Bid, a business improvement
20 district.

21 I've been the executive director
22 since 2008, and I am here today to support the

1 emergency rules to modify the terms in the
2 Reimbursable Detail RDO Subsidy Program, but
3 only if the modifications don't strip the
4 program of funding to the point that it
5 jeopardizes the basic goals.

6 The Adams Morgan bid, like the
7 other bids from D.C., is funded mostly through
8 tax on the commercial property owners to
9 provide additional cleaning, safety, and
10 marketing services above what the D.C.
11 Government can offer, but with a goal of
12 generating economic growth to benefit
13 everyone.

14 We have participated in the RDO
15 program since 2007, and have established a
16 weekend safety program built upon the RDOs and
17 effective coordination with MPD. The system
18 we have created has proven to be very
19 successful at reducing criminal activity in
20 Adams Morgan on weekend nights, and has
21 provided MPD officers where and when they are
22 most needed.

1 We think it is a really model
2 program that could be duplicated in other
3 parts of the city. We have developed a
4 managed program that best meets the needs of
5 our constituents and provides an exceptional
6 level of public safety in the commercial
7 corridor.

8 Yes, incidents still happen, they
9 happen right in front of MPD and the RDOs, but
10 through the RDO program, we have the insurance
11 that there are trained professionals ready and
12 available to handle situations that arise.

13 We have hired RDOs in recent years
14 on just Friday and Saturday nights during the
15 reimbursable hours, which we determined to be
16 when they were most needed. Ideally however,
17 MPD would be able to have sufficient resources
18 such that the RDO program would not even be
19 necessary.

20 However, until that happens, the
21 RDO subsidy is necessary and essential to
22 maintaining public safety in Adams Morgan. We

1 support the extension of the program to seven
2 nights a week and certain special events.

3 We would hope that events like the
4 Adams Morgan Day Festival every September, in
5 which we participate but do not organize,
6 would be eligible to participate in the RDO
7 program. We have, on occasion, also hired
8 RDOs for holidays such as New Year's Eve,
9 special events like St. Patrick's Day.

10 The increased program coverage
11 would enable us to hire additional officers on
12 those days, and would increase public safety,
13 also. I anticipate that like the Adams Morgan
14 Partnership Bid, many will now take advantage
15 of this expanded program, and the funds will
16 be quickly spent.

17 I would urge ABRA to closely
18 monitor the spending and ensure there is
19 sufficient funding to last the full budget
20 cycle. Should the funding get very low, I
21 hope the program could reverse back to just
22 Friday and Saturday nights to maintain the

1 core goals of the original program.

2 Thank you for this opportunity to
3 comment on the RDO program. This kind of
4 collaboration is what makes our city thrive,
5 and thank you for your support of the Adams
6 Morgan Partnership Bid and our work.

7 CHAIRPERSON MILLER: Thank you
8 very much. Are there some board questions?

9 MEMBER BROOKS: Yes.

10 CHAIRPERSON MILLER: Mr. Brooks?

11 MEMBER BROOKS: Yes, just one
12 question, Madam Chair. Thank you, Ms. Barden.
13 I do have a question. In your comments you
14 said that incidents still happen, and they
15 happen in front of MPDs and the RDOs. What
16 happens when the MPD or RDO sees an incident
17 that occurs in front of them?

18 MS. BARDEN: They respond
19 immediately, and you know, try to take control
20 of the situation.

21 MEMBER BROOKS: So you feel pretty
22 good and comfortable with how things are

1 handled when they do see incidents like this?

2 MS. BARDEN: Yes. Having the
3 officers right there on the ready makes a huge
4 difference. They're able to, you know,
5 diffuse situations quite quickly before they
6 escalate.

7 MEMBER BROOKS: Okay, because
8 there have been some concerns of some
9 licensees that the RDO do not respond
10 appropriately at times. Have you heard that
11 criticism?

12 MS. BARDEN: I have heard that
13 comment. I don't have any facts to back it
14 up. But I've heard some concerns that
15 sometimes the officers group together in
16 certain locations more so than they should.

17 And it's not just the RDOs. It's
18 the regular 3rd District officers, as well.
19 But the reason why there are groups of
20 officers in certain locations is it's
21 strategic. There's a plan in place that's
22 coordinated with the 3rd District as to where

1 officers should be.

2 And there usually are in pairs for
3 their own safety. So there are going to be,
4 you know, groups of officers together, but
5 it's for a reason.

6 MEMBER BROOKS: Thank you, Madam
7 Chair.

8 CHAIRPERSON MILLER: Yes, Mr.
9 Rodriguez?

10 MEMBER RODRIGUEZ: Yes, Ms.
11 Barden, happy to see you here. I'm very
12 pleased, and I know that you have worked with
13 many years for the bid. And I praise you for
14 the work that the bid is doing in Adams
15 Morgan, really.

16 MS. BARDEN: Thank you.

17 MEMBER RODRIGUEZ: I am more
18 comfortable to see the RDOs around the 18th
19 Street Corridor. I have a question about what
20 we call the quiet side of Adams Morgan. Do
21 you have any RDO detail there at all?

22 MS. BARDEN: What do you mean, the

1 quiet side?

2 MEMBER RODRIGUEZ: Well, what I'm
3 talking about is along the Columbia Road
4 strip.

5 MS. BARDEN: So the RDOs are
6 detailed to Adams Morgan's commercial
7 corridor. So their responsibility is to walk
8 and maintain, you know, peace, order, and
9 quite in the commercial corridor. And they're
10 not allowed to leave the commercial corridor
11 unless they take an arrest.

12 So they are detailed to Adams
13 Morgan. So, but like I said, they're
14 positioned in strategic places. So you might
15 not always see them in the 1700 block of
16 Columbia Road, or the 1900 or 1800 block just
17 because there's a plan, you know, that MPD is
18 trying to exercise.

19 MEMBER RODRIGUEZ: Okay. There
20 have been some mentions of noise and activity
21 on the Columbia Road side, which normally is
22 a quieter side, and all the activity primarily

1 is focused on 18th Street.

2 Some have noted that there's a
3 little more activity taking place now on the
4 Columbia Road side, and the bus stop there and
5 certain people that congregate there to pick
6 up cabs and everything that come over from the
7 18th Street side.

8 And I was just curious to see if
9 you could keep an eye on that side, as it's
10 beginning to not be as quiet as it normally
11 is.

12 MS. BARDEN: The 1800 block of
13 Columbia Road, or the 1700 block?

14 MEMBER RODRIGUEZ: The 1700 block.

15 MS. BARDEN: 1700 block, okay,
16 okay. All right, sure. I'll mention it to
17 our safety director who's part of, you know,
18 who helps manage the RDO program for us. So
19 I can mention that to him.

20 MEMBER RODRIGUEZ: I appreciate
21 that, thank you.

22 MS. BARDEN: Yes, sure.

1 CHAIRPERSON MILLER: Mr.
2 Silverstein?

3 MEMBER SILVERSTEIN: Thank you for
4 being here, Ms. Barden. You mentioned that
5 there are, that the police respond quickly
6 whenever you see these incidents. My
7 questions deal with the deployment.

8 We have unlimited needs, limited
9 resources. Where do we target our resources?
10 One of the things that we noticed when we
11 first put RDOs down in the club central area
12 on Connecticut Avenue was that the period in
13 the year after they were placed there, there
14 were a greater number of arrests, but for less
15 serious offenses.

16 And the conjecture was that the
17 police were able to stop things from
18 escalating, so you had more disorderlies and
19 fewer felony assaults and things of that sort.
20 Has that been your understanding as well in
21 your situation --

22 MS. BARDEN: Yes --

1 MEMBER SILVERSTEIN: -- that the
2 police are able to stop things before they get
3 completely out of control?

4 MS. BARDEN: Yes. I think so. You
5 know, and the officers that mostly work the
6 Adams Morgan detail are trained nightlife
7 officers. MPD now has this program where
8 they're training officers to work in nightlife
9 destinations, nightlife neighborhoods.

10 And so, you know, so they're
11 trained to look for situations that can easily
12 get out of control. So I do think that's the
13 case.

14 MEMBER SILVERSTEIN: Okay. One of
15 the things where we felt there might be a bit
16 of misuse of RDOs in one part of the city,
17 they were requested during daytime and at
18 times when basically you didn't have the
19 nightlife issues. And it seemed as though
20 folks in that area, they're simply try to buy
21 or get additional police coverage rather than
22 what this was for, this was very limited in

1 its time.

2 MS. BARDEN: Right.

3 MEMBER SILVERSTEIN: Now my
4 question is if we're going to go beyond the
5 hours that we have had, what would be the key
6 hours and days that you think would be the
7 most important to add? If you could only add
8 one or two four hour time frames, when would
9 they be? What do you think?

10 MS. BARDEN: Well, I would expand,
11 I think, the hours maybe starting at 11:00
12 p.m., you know, a half an hour earlier and go
13 11:00 to 5:00 rather than 11:30 to 5:00
14 because we see the numbers, the people
15 starting to pick up closer to 11:00 sometimes.

16 So I would make that slight
17 adjustment. And then if you're not going to
18 do seven days a week and, you know, I think I
19 would add Thursday through Sunday. So
20 Thursday, Friday, Saturday, and then Sunday
21 night.

22 And then keep the holidays, for

1 sure. You know, keep all of the traditional
2 and untraditional holidays, St. Patrick's Day,
3 New Year's Eve, make sure that the RDO program
4 is available on those busy nights, too.

5 MEMBER SILVERSTEIN: Thank you
6 very much, it's very helpful.

7 MS. BARDEN: Sure.

8 CHAIRPERSON MILLER: Others? Yes,
9 Mr. Rodriguez?

10 MEMBER RODRIGUEZ: Yes, I want to
11 get back to you, Ms. Barden, on that Columbia
12 Road. I want to make sure that I indicated
13 the 1800 block.

14 MS. BARDEN: Oh, 1800 block.
15 Okay, okay, sure.

16 MEMBER RODRIGUEZ: Yes, the 1800
17 block, not the 1700 block. And mainly, during
18 closing hours. I don't think that it's a
19 constant problem.

20 But you know, it's pretty, it is
21 rather quiet during, but during closing time
22 is when there's increased activity there,

1 mainly because people search from 18th Street
2 after the clubs are closing to catch cabs
3 along that strip there, particularly the
4 corridor in front of a couple of clubs there,
5 so that's what I was aiming at.

6 MS. BARDEN: Yes, sure, sure.

7 MEMBER RODRIGUEZ: But I
8 appreciate the work that you all are doing.
9 Appreciate it.

10 MS. BARDEN: Right, yes. And
11 there's almost always both MPD officers, RDOs,
12 and even DDOT traffic officers right at 18th
13 and Columbia managing traffic. So there's
14 almost always a presence of officers right
15 there at that intersection.

16 So you know, and I'm sure they
17 keep their eyes out for stuff happening in
18 either direction there. But I'll make --

19 MEMBER RODRIGUEZ: Yes, there's an
20 alleyway there, you know, and then the stop
21 that people tend to --

22 MS. BARDEN: Yes, behind the --

1 MEMBER RODRIGUEZ: -- come up the
2 alley, and then they catch a cab in that
3 corridor there. But thank you so much.

4 MS. BARDEN: Sure, sure.

5 CHAIRPERSON MILLER: Mr.
6 Silverstein?

7 MEMBER SILVERSTEIN: Ms. Barton,
8 what are the most dangerous hours and the
9 hours when most things occur in your area?
10 Are they around closing time?

11 MS. BARDEN: Yes, between 2:30 and
12 5:00 probably. And part of the challenge also
13 is that sometimes the night, well they used to
14 be called club zone officers, but we're trying
15 to get away from that term, and MPDs with us
16 on that.

17 They're now calling them nightlife
18 officers or something like that. They tend to
19 work only until 2:30 or 3:00, and that's why
20 we have our RDOs stay until 5:00 because, you
21 know, we can't have all these officers just
22 leaving because I think there are ten

1 nightlife officers assigned to the Adams
2 Morgan corridor.

3 And for them to leave at 2:30,
4 that's really the worst time. So that's why
5 we have the RDOs until 5:00.

6 MEMBER SILVERSTEIN: So the RDO is
7 vital to you, then?

8 MS. BARDEN: Yes.

9 MEMBER SILVERSTEIN: But
10 considering again that you have a limited
11 amount of RDO, and that if you have to bring
12 in regular police, that means that other areas
13 will not be covered --

14 MS. BARDEN: yes, well that's why
15 --

16 MEMBER SILVERSTEIN: -- might that
17 be why the RDO are being placed in these areas
18 with the greatest amount of noise and not the
19 quietest areas? You have a limited number of
20 people.

21 MS. BARDEN: Right.

22 MEMBER SILVERSTEIN: You have,

1 again as I've said, an unlimited desire to
2 have coverage. It's almost like a triage
3 unit. You have to put them where --

4 MS. BARDEN: Right, where they're
5 most needed. Yes, yes. And we actually don't
6 hire as many as we used to. And that's one --

7 MEMBER SILVERSTEIN: Would you say
8 that again.

9 MS. BARDEN: We don't hire as many
10 RDOs as we did four or five years ago.

11 MEMBER SILVERSTEIN: Why not?

12 MS. BARDEN: And that's mostly
13 because we're getting more support from MPD.
14 They now have these nightlife officers, you
15 know, that didn't exist a few years ago. And
16 now they've gotten some officers who have some
17 training.

18 And they mostly comprise these
19 additional TAD officers that are assigned to
20 the neighborhood. So because of that, we can
21 keep our RDO numbers fairly low. And you
22 know, that helps our budget certainly.

1 And you know, you don't need
2 overkill. But if those nightlife officers
3 leave or take an arrest, you know, then the
4 RDO is really, then it's their show.

5 MEMBER SILVERSTEIN: Well, this
6 isn't just about Adams Morgan, this is about
7 the entire city. And I think that the RDO
8 program has clearly demonstrated its value in
9 saving life and limb, simply by having
10 professional officers there outside of these
11 establishments to diffuse situations before
12 they become bad, or become life threatening,
13 and to arrest people prior to something
14 terrible happening rather than having police
15 come afterwards.

16 MS. BARDEN: Right, right.

17 MEMBER SILVERSTEIN: So this is
18 something that, you know, it's a heck of a lot
19 more important to stop these things before
20 they happen, but it's hard to quantify how
21 many bad things we've avoided simply by being
22 there.

1 MS. BARDEN: Right, right.

2 Exactly, yes. And we've even had some
3 establishments see the success of the program
4 and contact us and hire RDOs through us. So
5 we have three businesses all with ABC licenses
6 who actually hire together an additional RDO
7 through us, which is a great way to do it
8 because then it's all coordinated.

9 And, you know, we make sure that
10 those slots are filled, that the officers show
11 up, and that they stay where they're assigned
12 and they don't just disappear. So you know,
13 through our management of the program, it's
14 working really well.

15 MEMBER SILVERSTEIN: That type of
16 coordination is absolutely priceless. It's
17 great. Thank you very much.

18 MS. BARDEN: Sure.

19 CHAIRPERSON MILLER: Others? I
20 just want to follow up on the whole plan of
21 the RDO and the bid, that the bid meets with
22 MPD and makes the plan for how many officers

1 there should be in general, which are in the,
2 where, the main street or how does that work?

3 MS. BARDEN: The main commercial
4 corridor, yes. Well, like I said, we've
5 scaled back in recent years the number of
6 officers we hire, mostly because of budget,
7 and then also because of these assigned
8 nightlife officers.

9 And we meet once a year with Chief
10 Lanier and her staff to just sort of check in
11 and see, you know, if things are working and
12 what we can tweak and what makes sense. And
13 we have a person who's a paid consultant to us
14 who is also a reserve officer, and he sort of
15 helps manage that program and make sure that
16 officers have signed up for the detail and
17 that all the slots are filled.

18 If someone takes an arrest right
19 before they're supposed to start, you know,
20 working in Adams Morgan, he can then backfill
21 that position with someone else who might, you
22 know, be interested in the detail.

1 So we always have those slots
2 filled. And then he's also there with them
3 each night to make sure that they are where
4 they're supposed to be, that they don't
5 disappear, you know, and that the plan that
6 has been worked out with MPD is in place.

7 And that management has been
8 really key to the success of this program. I
9 know some of the other bids that have tried
10 the RDO program did not have somebody sort of
11 managing it at this level, and it hasn't
12 really worked very well.

13 So we've discovered that the only
14 way to really have it work is to manage it in
15 that way. So --

16 CHAIRPERSON MILLER: That's great.

17 MS. BARDEN: -- it costs us more
18 money, of course, to do that. But that's what
19 we've found to be key.

20 CHAIRPERSON MILLER: And how many
21 RDO do you have right now?

22 MS. BARDEN: We have four RDOs and

1 one Sergeant on every Friday and Saturday
2 night.

3 CHAIRPERSON MILLER: And there are
4 ten MPD assigned to 18th Street or whatever,
5 but only until 2:30?

6 MS. BARDEN: Yes, I think in my
7 recollection, I think they leave at 2:30 or
8 3:00. Yes. I think they work, I forget now
9 exactly.

10 CHAIRPERSON MILLER: But then the
11 RDO has been sufficient?

12 MS. BARDEN: Yes, it's given us a little
13 bit more time in those critical hours until,
14 you know, 5 o'clock or so. And the RDOs stick
15 around. I mean, they don't all leave right at
16 5:00. They stick around really until the
17 streets are pretty clear of people. So
18 sometimes they're there a little bit later.

19 CHAIRPERSON MILLER: And okay, and
20 then my last question is these regulations
21 pass, whatever, will that, will it change your
22 operations? Will you be using them at the

1 other hours, do you think, or days?

2 MS. BARDEN: Well, it will enable
3 us to consider, you know, hiring RDOs on other
4 days that are of high demand. So you know, we
5 might, in the past we have almost always hired
6 RDOs on New Year's Eve and we've just paid the
7 additional cost.

8 So this would enable us to save
9 money. Perhaps we could hire a couple more on
10 New Year's Eve than we normally would. We
11 haven't done St. Patrick's Day the last few
12 years just because of cost. So if that was a
13 day that was added, you know, we might
14 consider that as well.

15 CHAIRPERSON MILLER: Okay, good.
16 Mr. Rodriguez?

17 MEMBER RODRIGUEZ: Yes.

18 CHAIRPERSON MILLER: Thank you.

19 MEMBER RODRIGUEZ: In your
20 testimony here, we would hope that events like
21 the Adams Morgan Day Festival every September
22 in which we participate is eligible.

1 And that is a huge event for the
2 Adams Morgan community. And I would hope
3 that, you know, consideration could be given
4 to ensure that that is supported with RDO. So
5 that is a request you're making here?

6 MS. BARDEN: Yes. The Mayor's
7 Task Force requires special events like the
8 Adams Morgan Day Festival to hire police
9 officers. So if they were to hire officers
10 through the RDO program, that would save them
11 a lot of money.

12 So that would be great, and I'm
13 sure other festivals would take advantage of
14 that.

15 MEMBER RODRIGUEZ: Well, thank you
16 for bringing that into your testimony. Thank
17 you.

18 MS. BARDEN: Sure.

19 CHAIRPERSON MILLER: Yes, Mr.
20 Short?

21 MEMBER SHORT: Good morning, and
22 thank you for your testimony, Ms. Barten. I

1 guess what I want to get on the record is
2 you're supportive of this rulemaking to
3 increase the RDO?

4 MS. BARDEN: Yes.

5 MEMBER SHORT: And that it has
6 been very effective and efficient?

7 MS. BARDEN: Yes. I'm supportive
8 with the caveat that we keep really close eyes
9 on the money, and because we don't want there
10 to be a huge flood of spending, and then all
11 of a sudden there's no money left for the last
12 few months of the year. We really don't want
13 to get into that kind of situation.

14 And I understand that because
15 there is a, you know, surplus right now, that
16 the Board may be able to expand the days. And
17 that's great, but I don't also want to see
18 that money really depleted before its time.
19 So that's my one caveat.

20 MEMBER SHORT: So you're
21 supportive with stipulations?

22 MS. BARDEN: Right.

1 MEMBER SHORT: Thank you very
2 much.

3 CHAIRPERSON MILLER: Okay. Any
4 others? Okay, thank you.

5 MS. BARDEN: Okay, thank you.

6 CHAIRPERSON MILLER: Mr. Coburn,
7 do you want to testify?

8 MR. COBURN: Thank you, yes.

9 CHAIRPERSON MILLER: Okay.

10 MR. COBURN: Good morning,
11 everyone. I'm Skip Coburn, I'm Executive
12 Director of the D.C. Nightlife Association.
13 And I'm really very pleased that you're
14 holding this public hearing. I'm also very
15 pleased that there's this initiative that's
16 been put forward by the Counsel for us all to
17 comment on.

18 I would like to go back, like,
19 eight years or something, 2007, 2008 and
20 compliment both Maria Delaney who was in on
21 the initial discussions I believe regarding
22 this concept, and of course Fred for his

1 vision and his initiative and the support of
2 the Board at that time to get this entire
3 thing started.

4 I was working as an investigative
5 assistant for Counsel Member Ambrose at that
6 time, which had oversight over ABRA, and I
7 also, as you know, I'm imbedded with the
8 police department. And so I worked very hard
9 to put together this proposal.

10 I worked with Fred and others to
11 get money put in a very interesting way to put
12 in the D.C.'s budget initially. And then we
13 fought hard every year to continue that budget
14 line. And so just wanted to say that we're
15 very supportive of the program from its
16 inception.

17 I helped put it together with Fred
18 and some other people's assistance. And it
19 has been, as you have already discussed here
20 with our good friends from Adams Morgan, it
21 has been very successful. The industry
22 appreciates the added degree of public safety

1 that's provided.

2 We've worked long and hard with
3 NMPD to let officers who didn't used to know
4 how to deal with nightlife crowds, we had a
5 lot of lack of efficiency let's call it in the
6 beginning because oftentimes you would just
7 get officers who would volunteer to be an RDO
8 at a nightclub in Georgetown or at a nightclub
9 on Connecticut Avenue, and they were, like, a
10 vice officer or a narcotics officer from 7D,
11 not used to working at all with somebody who's
12 not robbing a bank or breaking into a house,
13 but just slightly intoxicated and maybe taking
14 out their frustrations on somebody standing
15 next to them trying to get a cab, I don't
16 know.

17 But it's an entirely different
18 type of policing. Worked very hard with MPD
19 to get the training course that's set up now
20 for nightlife officers. Assistant Chief Pat
21 Burke was very instrumental, and also people
22 at the Academy dedicated a lot of effort.

1 And the reason I'm stressing that
2 at this point is that's actually what I
3 believe has made the RDO officers, the
4 nightlife officers much more effective now.
5 When they didn't have training, sometimes we
6 have in police department, special details.

7 And a special detail is like you
8 and your partner are assigned in a car to sit
9 out of a lot and be there in your scout car
10 and be present to certain be present at an
11 intersection where there's been indications of
12 groups that don't play well together to sort
13 of bring peace and quiet a little bit to the
14 neighborhood.

15 Their job, they're used to sitting
16 in their car, and so they get used to, well my
17 police job is to be in this neighborhood and
18 sit in my car. That's a totally different
19 post order than hey, when you go to a night
20 club, your job is really to be out on the
21 sidewalk patrolling up and down, making
22 yourself visible so that maybe people who

1 might be inclined to misbehave will say oh,
2 well gee, the police is here, I'd better not
3 be bad.

4 So the training that they're
5 getting now is making them much more
6 effective, and I think that's what's going to
7 enable us all to have a more reasonable amount
8 of officers assigned to these details, and
9 that will help control the amount of funding
10 that the establishment are spending, and the
11 amount of money in the ABRA budget line is
12 whiddled away. So that's that.

13 I wanted to comment on the hours.
14 The entire reason, the entire justification
15 for the reserve officer, I'm sorry, the RDO
16 program is to provide for public safety when
17 it's needed. And what I would really lobby
18 for, as Fred knows, I've been lobbying for
19 three or four years to expand this subsidy
20 program to nights other than Friday and
21 Saturday.

22 And as I've explained in writing

1 to the Board and to Fred many times before,
2 the problem is that some clubs have 18 and
3 over college night on Wednesday, and I'm sure
4 you all know all about this.

5 So I've always lobbied that the
6 options need to be available for nightlife
7 establishments to be encouraged to apply for
8 police officer presence when there is a public
9 safety need. And that should be, you know, my
10 telling you, that should be your all's
11 concern.

12 The Board and the Government
13 should set up a program so that an
14 establishment can apply to you all to have the
15 subsidy to hire RDOs when they believe there's
16 a public safety need.

17 And to me it doesn't make sense to
18 say in advance, well we've decided that public
19 safety need is only going to be on Fridays and
20 Saturdays. Or we've decided, the Government
21 has decided that the public safety need is
22 only going to occur after 11:30, regardless of

1 the date, the time, the establishment, the
2 establishment's history, the crowd that is
3 usually expected to show up on St. Patrick's
4 Day, or on whatever.

5 So I'm supportive to go ahead and
6 answer what you addressed at the end. I'm
7 very supportive of this initiative. I've been
8 begging for a long time to have it be please
9 more than just Friday and Saturday.

10 I would also encourage you that
11 talking about well, let's move it back to
12 11:00 to me doesn't make sense. Let's move it
13 back to 10:00, it doesn't make sense. What
14 really needs to happen is, I believe, is that
15 establishments need to be encouraged to apply
16 to have officer presence at their
17 establishment when they feel there's a public
18 safety need.

19 And when they apply, it's very
20 easy for MPD, who probably might usually
21 agree, but it's more important for you all to
22 assess, do you agree that the public safety

1 need on a Wednesday night at 9:00 p.m.,
2 starting at 9:00 for instance on a case by
3 case application to decide, okay it's this
4 club, it's 18 and over.

5 They've hired this kind of a band,
6 they're being responsible and coming forward
7 to us saying we think it would be a good, safe
8 thing for public safety to have police
9 officers. We would hope that the Government
10 would agree and based on that would agree to
11 pay half.

12 I believe the law and the DCMR and
13 the Board should have the option to decide on
14 a case by case basis whether using funds on
15 that particular day at those particular hours
16 at that particular establishment is in the
17 best interest of public safety, and the use of
18 Government funds is justified for that
19 rationale or not.

20 So I'm very much against having a
21 cookie cutter limitation on it can only happen
22 on these days, it can only happen on these

1 hours. And so I just think the Board should
2 have the flexibility to make that decision, is
3 the public safety need justified 50 percent?

4 I believe that in terms of
5 conserving the money, as you know, we all,
6 most of us all experience a couple of years
7 ago when we ran out a little bit, and had to
8 do very creative things to make the fund last
9 a little bit longer.

10 I would encourage the Board toward
11 that end to consider when the Board mandates
12 that a particular club has to have four
13 officers or has to have six officers any time
14 they're open. So sometimes the Board does
15 that for a good reason.

16 But I'm wishing that there would
17 be some sort of a sunset provision, or a let's
18 revisit that in 90 days to see how things have
19 been going. Sometimes these clubs, I'll use
20 Muse Lounge as an example, I'll use Lotus
21 Lounge as an example.

22 Sometimes a bad thing happens at a

1 club, sometimes the club is responsible,
2 sometimes it's just a matter of circumstance
3 that too many people shows up and the club
4 needs help to deal with that.

5 Over 60 days, 90 days, six months,
6 sometimes the clubs change their concept of
7 operations. Sometimes they hire more in-house
8 security personnel that situations change.

9 And sometimes I think the clubs
10 are reluctant to take the initiative and hire
11 lawyers and come back to talk with the OAG and
12 you all to say hey, would you reconsider,
13 could we, based on our good performance the
14 last six months and whatever other
15 justification, could you all consider maybe
16 dropping back to two officers instead of four
17 or whatnot.

18 So in terms of conserving funds
19 and us requesting a reasonable amount of
20 officers, if when you assign these things on
21 a case by case basis depending on the
22 circumstance, if you could say and we've

1 scheduled a fact finding hearing for three
2 months from now to revisit this entire, or you
3 know, I don't know.

4 That would be an option in terms
5 of lots of aspects. I want to comment in
6 favor very much for the festivals. It's real
7 important, a lot of neighborhood
8 organizations, 501 3(c)s, Main Street
9 organizations, Adams Morgan group, they want
10 to do nice things for the neighborhood.

11 They want to have a cultural
12 event, they want to have a neighborhood
13 festival. You guys, I would recommend in your
14 consideration of this, you should ask MPD SOD
15 Division, Lieutenant Glover can help you out,
16 you should ask them if you were interested,
17 want to know, hey for the last year, give us
18 a list of 10 or 20 special events and the bill
19 that you gave them.

20 How many police officers did you
21 require, the Mayor's Task Force and MPD
22 together require for the various festivals,

1 for the Taste of D.C., for especially the ones
2 that are by 501 (c)3s and Main Streets, the
3 commercial ones are a factor too.

4 But some of these places pay
5 \$50,000 for police officer. A lot of places
6 don't, a lot of neighborhoods can't afford to
7 have an event anymore because of what I
8 believe are the unrealistic requirements of
9 MPD.

10 We made a presentation to the Task
11 Force on Monday for the Columbia Heights
12 Festival. And they said if they approved it
13 as briefed, the bill would be \$40,000 for
14 police officers, and it's from 11:00 until
15 5:00 for a family oriented event with kids and
16 people walking their dogs and whatnot.

17 And so one, the requirements by
18 MPD are often over the top, and in terms of
19 deciding which days and which festivals and
20 how it's going to affect your budget, you need
21 to find out some of those bills.

22 Last year the Barracks Row bill I

1 think was, like, \$8,000 or \$9,000, smaller,
2 two blocks, you know. But in terms of money,
3 you guys need to realize that festivals is
4 important, but we all need to work to get a
5 handle on it so that we're not requiring --
6 for instance, I'm sorry to go on, but I hope
7 this is valuable, for the Columbia Heights
8 Festival, they're requiring that they have a
9 police car scheduled at the entrance to every
10 alley for a three block area.

11 And obviously you have to have a
12 police car at the streets that say local
13 traffic only so you're not --

14 MEMBER SILVERSTEIN: Excuse me,
15 Mr. Coburn? This isn't, we're not dealing
16 with MPD here. That's --

17 SKIP COBURN: I'm just saying in
18 terms of your finances. In terms of your
19 finances.

20 MEMBER SILVERSTEIN: Okay, I just
21 don't want to get too far afield.

22 SKIP COBURN: Okay, fine. In

1 terms of your finances, the festivals, I mean,
2 support of the festivals, if you're not real
3 careful, the festivals will eat up your money
4 overnight because the cost is so expensive.

5 Okay, in closing, in terms of the
6 late nights, late night RDOs for staying later
7 and not leaving, I encourage the Board to
8 continue its support for soft closing because
9 the degree to which clubs are able to
10 encourage people to filter out not all at the
11 same time, that reduces the stress that's put
12 on the officers.

13 And if there are people coming out
14 in a filtered way, and they're all not coming
15 out at 2:30 or 3:00, then you need, sometimes
16 the police say well, we've got to have six
17 officers there because of the huge group that
18 happens at 3:00 a.m.

19 If that huge group was divided
20 out, it would be able to have less officers,
21 again, less expense. So I think that's about
22 all the major points I wanted to bring up.

1 CHAIRPERSON MILLER: Thank you. I
2 just want to follow up one question, because
3 I was kind of surprised by your answer. So
4 the question about festivals and that they can
5 be expensive, I thought that you were going in
6 the direction that that's why the RDOs would
7 be a good thing because they could help people
8 have the festivals that they couldn't
9 otherwise afford.

10 But then I thought you said be
11 careful, you better not put the money there
12 because it's a lot of money.

13 SKIP COBURN: I'm testifying in
14 support of everything you're doing, again with
15 a caution that hey, I think it's important
16 doing it for the festivals. You need to be
17 aware of what kind of money you're talking
18 about because it's a huge dollar figure.

19 Yes, we need the police at the
20 festivals, and yes it would really help the
21 Main Streets, the 501(c)3s. More neighborhood
22 organizations would be able to have a festival

1 if they were getting some subsidy or some
2 percentage of help for the huge number of
3 police officers that the Mayor's Task Group
4 mandates you must have 26 officers in order to
5 have your neighborhood festival at that, you
6 know, \$55.61 an hour.

7 CHAIRPERSON MILLER: Okay.

8 SKIP COBURN: Yes, so I'm in
9 support. But I just want you to -- we may
10 need, in order to make this work, especially
11 since now the Government has a budget, a
12 surplus, we actually may need to protect that
13 fund by going back and saying hey, we want to
14 do more to enhance public safety at community
15 events, neighborhood festivals, at these other
16 hours.

17 We need to have more money in that
18 budget, and I can't see where the police
19 wouldn't support that, where the counsel, the
20 Mayor wouldn't support more money in the
21 interest of public safety. It's kind of hard
22 to vote against that.

1 CHAIRPERSON MILLER: Okay, that
2 was very helpful. Mr. Silverstein?

3 MEMBER SILVERSTEIN: I want to
4 thank you for your testimony, Mr. Coburn. We
5 are running a little behind, and we have two
6 protest hearings this afternoon, and we were
7 here last week, or the Board was until 1
8 o'clock in the morning.

9 So I don't want to belabor this.
10 But I want to thank you for your comments
11 regarding flexibility, they were especially
12 illuminating the idea that certain places
13 there may be a need outside of particular
14 hours.

15 It's not cookie cutter. One size
16 doesn't fit all, and I think that was
17 extremely helpful to me. And I have some
18 other thoughts, but I'll pass on them.

19 CHAIRPERSON MILLER: I was also
20 going to say thank you also for talking about
21 the training that's going on for those
22 officers. That's good to hear. Okay,

1 anything else? Okay, thank you very much. We
2 really appreciate it.

3 SKIP COBURN: It was nice to see
4 you all.

5 MEMBER SILVERSTEIN: Thank you.

6 CHAIRPERSON MILLER: Okay, yes,
7 thank you both for coming down. And if you
8 have anything else you want to add to the
9 record, you know you can submit it in writing
10 until August 22nd, 4:00 p.m.

11 Okay, so that concludes this
12 hearing on the MPD RDO Proposed Rulemaking.
13 And we will recess until 1:30 when we have our
14 first protest hearing of the afternoon.

15 (Whereupon, the hearing in the
16 above-entitled matter was concluded at 12:17
17 p.m.)

18
19
20
21
22

A		B		
\$40,000 39:13 \$50,000 39:5 \$55.61 43:6 \$8,000 40:1 \$9,000 40:1 a.m 2:2,20 41:18 ABC 21:5 able 5:17 8:4 12:17 13:2 27:16 41:9 41:20 42:22 above-entitled 45:16 ABRA 3:16 6:17 29:6 32:11 absolutely 21:16 Academy 30:22 activity 4:19 10:20 10:22 11:3 15:22 Adams 3:3,18 4:6 4:20 5:22 6:4,13 7:5 9:14,20 10:6 10:12 13:6 18:1 20:6 22:20 25:21 26:2,8 29:20 38:9 add 14:7,7,19 45:8 added 25:13 29:22 additional 4:9 6:11 13:21 19:19 21:6 25:7 Additionally 3:5 address 3:1 addressed 34:6 adjustment 14:17 advance 3:1 33:18 advantage 6:14 26:13 affect 39:20 afford 39:6 42:9 afield 40:21 afternoon 44:6 45:14 Agency 2:22 ago 19:10,15 36:7 agree 34:21,22 35:10,10 ahead 34:5	aiming 16:5 ALBERTI 1:15 Alcoholic 1:2,11,12 all's 33:10 alley 17:2 40:10 alleyway 16:20 allow 2:15 allowed 10:10 Ambrose 29:5 amount 18:11,18 32:7,9,11 37:19 answer 34:6 42:3 anticipate 6:13 anymore 39:7 application 35:3 apply 33:7,14 34:15,19 appreciate 11:20 16:8,9 45:2 appreciates 29:22 appropriately 8:10 approved 39:12 area 12:11 13:20 17:9 40:10 areas 18:12,17,19 arrest 10:11 20:3 20:13 22:18 arrests 12:14 aspects 38:5 assaults 12:19 assess 34:22 assign 37:20 assigned 18:1 19:19 21:11 22:7 24:4 31:8 32:8 assistance 29:18 assistant 29:5 30:20 Association 28:12 August 1:10 3:8 45:10 available 5:12 15:4 33:6 Avenue 12:12 30:9 avoided 20:21 aware 42:17	back 6:21 8:13 15:11 22:5 28:18 34:11,13 37:11,16 43:13 backfill 22:20 bad 20:12,21 32:3 36:22 band 35:5 bank 30:12 Barden 3:2,9,11,14 3:16 7:12,18 8:2 8:12 9:11,16,22 10:5 11:12,15,22 12:4,22 13:4 14:2 14:10 15:7,11,14 16:6,10,22 17:4 17:11 18:8,14,21 19:4,9,12 20:16 21:1,18 22:3 23:17,22 24:6,12 25:2 26:6,18 27:4 27:7,22 28:5 Barracks 39:22 Barten 26:22 Barton 17:7 based 35:10 37:13 basic 4:5 basically 13:18 basis 35:14 37:21 begging 34:8 beginning 11:10 30:6 belabor 44:9 believe 28:21 31:3 33:15 34:14 35:12 36:4 39:8 benefit 4:12 best 5:4 35:17 better 32:2 42:11 Beverage 1:2,11,12 beyond 14:4 bid 3:19 4:6 6:14 7:6 9:13,14 21:21 21:21 bids 4:7 23:9 bill 38:18 39:13,22	bills 39:21 bit 13:15 24:13,18 31:13 36:7,9 block 10:15,16 11:12,13,14,15 15:13,14,17,17 40:10 blocks 40:2 board 1:2,12 3:2,17 7:8 27:16 29:2 33:1,12 35:13 36:1,10,11,14 41:7 44:7 Board's 3:7 breaking 30:12 briefed 39:13 bring 18:11 31:13 41:22 bringing 26:16 Brooks 1:16 7:9,10 7:11,21 8:7 9:6 budget 6:19 19:22 22:6 29:12,13 32:11 39:20 43:11 43:18 Building 1:12 built 4:16 Burke 30:21 bus 11:4 business 3:19 businesses 21:5 busy 15:4 buy 13:20	catch 16:2 17:2 caution 42:15 caveat 27:8,19 central 12:11 certain 6:2 8:16,20 11:5 31:10 44:12 certainly 19:22 Chair 7:12 9:7 Chairperson 1:13 1:15 2:3 3:10,12 3:15 7:7,10 9:8 12:1 15:8 17:5 21:19 23:16,20 24:3,10,19 25:15 25:18 26:19 28:3 28:6,9 42:1 43:7 44:1,19 45:6 challenge 17:12 change 24:21 37:6 37:8 check 22:10 Chief 22:9 30:20 circumstance 37:2 37:22 city 5:3 7:4 13:16 20:7 cleaning 4:9 clear 24:17 clearly 20:8 close 27:8 closely 6:17 closer 14:15 closing 15:18,21 16:2 17:10 41:5,8 club 12:11 17:14 31:20 35:4 36:12 37:1,1,3 clubs 16:2,4 33:2 36:19 37:6,9 41:9 Coburn 28:6,8,10 28:11 40:15,17,22 42:13 43:8 44:4 45:3 collaboration 7:4 college 33:3 Columbia 1:1 10:3 10:16,21 11:4,13
			C	
			c)3s 39:2 cab 17:2 30:15 cabs 11:6 16:2 call 9:20 30:5 called 17:14 calling 2:21 17:17 car 31:8,9,16,18 40:9,12 careful 41:3 42:11 case 2:4 13:13 35:2 35:3,14,14 37:21 37:21	

15:11 16:13 39:11 40:7 come 11:6 17:1 20:15 37:11 comfortable 7:22 9:18 coming 35:6 41:13 41:14 45:7 comment 2:7 3:6 7:3 8:13 28:17 32:13 38:5 comments 3:3 7:13 44:10 commercial 4:8 5:6 10:6,9,10 22:3 39:3 community 26:2 43:14 completely 13:3 compliment 28:20 comprise 19:18 concept 28:22 37:6 concern 33:11 concerns 8:8,14 concluded 45:16 concludes 45:11 conduct 2:6 congregate 11:5 conjecture 12:16 Connecticut 12:12 30:9 conserving 36:5 37:18 consider 25:3,14 36:11 37:15 consideration 3:7 26:3 38:14 considering 18:10 constant 15:19 constituents 5:5 consultant 22:13 contact 21:4 continue 2:17 29:13 41:8 control 1:2,11,12 7:19 13:3,12 32:9 cookie 35:21 44:15	coordinated 8:22 21:8 coordination 4:17 21:16 core 7:1 corridor 5:7 9:19 10:7,9,10 16:4 17:3 18:2 22:4 cost 25:7,12 41:4 costs 23:17 counsel 28:16 29:5 43:19 couple 16:4 25:9 36:6 course 23:18 28:22 30:19 cover 2:16 coverage 6:10 13:21 19:2 covered 2:12 18:13 created 4:18 creative 36:8 criminal 4:19 critical 24:13 criticism 8:11 crowd 34:2 crowds 30:4 cultural 38:11 curious 11:8 cutter 35:21 44:15 cycle 6:20	deal 12:7 30:4 37:4 dealing 40:15 decide 35:3,13 decided 33:18,20 33:21 deciding 39:19 decision 36:2 dedicated 30:22 degree 29:22 41:9 Delaney 28:20 demand 25:4 demonstrated 20:8 department 29:8 31:6 depending 37:21 depleted 27:18 deployment 12:7 desire 3:1 19:1 destinations 13:9 detail 1:6 2:5,10,13 4:2 9:21 13:6 22:16,22 31:7 detailed 10:6,12 details 31:6 32:8 determined 5:15 developed 5:3 difference 8:4 different 30:17 31:18 diffuse 8:5 20:11 direction 16:18 42:6 director 3:18,21 11:17 28:12 disappear 21:12 23:5 discovered 23:13 discussed 29:19 discussions 28:21 disorderlies 12:18 district 1:1 3:20 8:18,22 divided 41:19 Division 38:15 dogs 39:16 doing 9:14 16:8 42:14,16	dollar 42:18 DONALD 1:16 dropping 37:16 duplicated 5:2	Eve 6:8 15:3 25:6 25:10 event 26:1 38:12 39:7,15 events 2:16 6:2,3,9 25:20 26:7 38:18 43:15 exactly 21:2 24:9 example 36:20,21 exceptional 5:5 Excuse 40:14 executive 3:18,21 28:11 exercise 10:18 exist 19:15 expand 14:10 27:16 32:19 expanded 6:15 expected 34:3 expense 41:21 expensive 41:4 42:5 experience 36:6 explained 32:22 extension 6:1 extremely 44:17 eye 11:9 eyes 16:17 27:8
	D D.C 1:13 4:7,10 28:12 29:12 39:1 dangerous 17:8 date 34:1 day 6:4,9 15:2 25:11,13,21 26:8 34:4 35:15 days 2:12,14 6:12 14:6,18 25:1,4 27:16 35:22 36:18 37:5,5 39:19 daytime 13:17 DCMR 2:9 35:12 DDOT 16:12			F fact 38:1 factor 39:3 facts 8:13 fairly 19:21 family 39:15 far 40:21 favor 38:6 feel 7:21 34:17 felony 12:19 felt 13:15 festival 6:4 25:21 26:8 38:13 39:12 40:8 42:22 43:5 festivals 26:13 38:6 38:22 39:19 40:3 41:1,2,3 42:4,8,16 42:20 43:15 fewer 12:19

figure 42:18 filled 21:10 22:17 23:2 filter 41:10 filtered 41:14 finances 40:18,19 41:1 find 39:21 finding 38:1 fine 40:22 first 12:11 45:14 fit 44:16 five 19:10 flexibility 36:2 44:11 flood 27:10 focused 11:1 folks 13:20 follow 21:20 42:2 Force 26:7 38:21 39:11 forget 24:8 forward 28:16 35:6 fought 29:13 found 23:19 four 14:8 19:10 23:22 32:19 36:12 37:16 frames 14:8 Fred 28:22 29:10 29:17 32:18 33:1 Friday 2:14 5:14 6:22 14:20 24:1 32:20 34:9 Fridays 33:19 friends 29:20 front 5:9 7:15,17 16:4 frustrations 30:14 full 6:19 fund 36:8 43:13 funded 4:7 funding 4:4 6:19,20 32:9 funds 6:15 35:14 35:18 37:18	<hr/> G <hr/> Garden 3:17 gee 32:2 general 22:1 generating 4:12 Georgetown 30:8 getting 19:13 32:5 43:1 give 38:17 given 24:12 26:3 Glover 38:15 go 2:3 14:4,12 28:18 31:19 34:5 40:6 goal 4:11 goals 4:5 7:1 going 9:3 14:4,17 32:6 33:19,22 36:19 39:20 42:5 43:13 44:20,21 good 3:11,16 7:22 25:15 26:21 28:10 29:20 35:7 36:15 37:13 42:7 44:22 gotten 19:16 Government 4:11 33:12,20 35:9,18 43:11 great 21:7,17 23:16 26:12 27:17 greater 12:14 greatest 18:18 group 8:15 38:9 41:17,19 43:3 groups 8:19 9:4 31:12 growth 4:12 guess 27:1 guys 38:13 40:3 <hr/> H <hr/> half 14:12 35:11 handle 5:12 40:5 handled 8:1 happen 5:8,9 7:14 7:15 20:20 34:14 35:21,22	happening 16:17 20:14 happens 5:20 7:16 36:22 41:18 happy 9:11 hard 20:20 29:8,13 30:2,18 43:21 hear 44:22 heard 3:5 8:10,12 8:14 hearing 1:12 2:7,21 28:14 38:1 45:12 45:14,15 hearings 44:6 heck 20:18 HECTOR 1:17 Heights 39:11 40:7 help 32:9 37:4 38:15 42:7,20 43:2 helped 29:17 helpful 15:6 44:2 44:17 helps 11:18 19:22 22:15 hey 31:19 37:12 38:17 42:15 43:13 Hi 3:9,10 high 25:4 hire 6:11 19:6,9 21:4,6 22:6 25:9 26:8,9 33:15 37:7 37:10 hired 5:13 6:7 25:5 35:5 hiring 25:3 history 34:2 holding 28:14 holidays 6:8 14:22 15:2 hope 6:3,21 25:20 26:2 35:9 40:6 hour 14:8,12 43:6 hours 2:19 5:15 14:5,6,11 15:18 17:8,9 24:13 25:1 32:13 35:15 36:1	43:16 44:14 house 30:12 huge 8:3 26:1 27:10 41:17,19 42:18 43:2 <hr/> I <hr/> idea 44:12 Ideally 5:16 illuminating 44:12 imbedded 29:7 immediately 7:19 important 14:7 20:19 34:21 38:7 40:4 42:15 improvement 3:19 in-house 37:7 inception 29:16 incident 7:16 incidents 5:8 7:14 8:1 12:6 inclined 32:1 increase 2:12 6:12 27:3 increased 6:10 15:22 indicated 15:12 indications 31:11 industry 29:21 initial 28:21 initially 29:12 initiative 28:15 29:1 34:7 37:10 instance 35:2 40:6 instrumental 30:21 insurance 5:10 interest 35:17 43:21 interested 3:4,5 22:22 38:16 interesting 29:11 intersection 16:15 31:11 intoxicated 30:13 investigative 29:4 issues 13:19	<hr/> J <hr/> jeopardizes 4:5 job 31:15,17,20 justification 32:14 37:15 justified 35:18 36:3 <hr/> K <hr/> keep 11:9 14:22 15:1 16:17 19:21 27:8 key 14:5 23:8,19 kids 39:15 kind 7:3 27:13 35:5 42:3,17 43:21 know 7:19 8:4 9:4 9:12 10:8,17 11:17 13:5,10 14:12,18 15:1,20 16:16,20 17:21 19:15,22 20:1,3 20:18 21:9,12 22:11,19,22 23:5 23:9 24:14 25:3,4 25:13 26:3 27:15 29:7 30:3,16 33:4 33:9 36:5 38:3,3 38:17 40:2 43:6 45:9 knows 32:18 Kristen 3:2,13,14 3:17 <hr/> L <hr/> lack 30:5 Lanier 22:10 late 41:6,6 law 35:12 lawyers 37:11 leave 10:10 18:3 20:3 24:7,15 leaving 17:22 41:7 left 27:11 let's 30:5 34:11,12 36:17 level 5:6 23:11 licensees 8:9
--	---	---	--	---

licenses 21:5 Lieutenant 38:15 life 20:9,12 limb 20:9 limit 2:17 limitation 35:21 limited 12:8 13:22 18:10,19 line 29:14 32:11 list 38:18 little 11:3 24:12,18 31:13 36:7,9 44:5 Loan 2:5 lobbied 33:5 lobby 32:17 lobbying 32:18 local 40:12 locations 8:16,20 long 30:2 34:8 longer 36:9 look 13:11 lot 20:18 26:11 30:5,22 31:9 38:7 39:5,6 42:12 lots 38:5 Lotus 36:20 Lounge 36:20,21 low 6:20 19:21	Maria 28:20 marketing 4:10 matter 1:5 37:2 45:16 Mayor 43:20 Mayor's 26:6 38:21 43:3 mean 9:22 24:15 41:1 means 18:12 meet 22:9 MEETING 1:3 meets 5:4 21:21 Member 1:15,16,17 1:18 7:9,11,21 8:7 9:6,10,17 10:2,19 11:14,20 12:3 13:1,14 14:3 15:5 15:10,16 16:7,19 17:1,7 18:6,9,16 18:22 19:7,11 20:5,17 21:15 25:17,19 26:15,21 27:5,20 28:1 29:5 40:14,20 44:3 45:5 Members 3:17 mention 11:16,19 mentioned 12:4 mentions 10:20 met 1:12 MICHAEL 1:18 Miller 1:13,15 2:3 3:10,12,15 7:7,10 9:8 12:1 15:8 17:5 21:19 23:16 23:20 24:3,10,19 25:15,18 26:19 28:3,6,9 42:1 43:7 44:1,19 45:6 misbehave 32:1 misuse 13:16 model 5:1 modifications 4:3 modifies 2:8 modify 4:1 Monday 39:11	money 23:18 25:9 26:11 27:9,11,18 29:11 32:11 36:5 40:2 41:3 42:11 42:12,17 43:17,20 monitor 6:18 months 27:12 37:5 37:14 38:2 Morgan 3:3,18 4:6 4:20 5:22 6:4,13 7:6 9:15,20 10:13 13:6 18:2 20:6 22:20 25:21 26:2 26:8 29:20 38:9 Morgan's 10:6 morning 3:11,16 26:21 28:10 44:8 move 34:11,12 MPD 1:6 2:4,10,12 2:19 4:17,21 5:9 5:17 7:16 10:17 13:7 16:11 19:13 21:22 23:6 24:4 30:18 34:20 38:14 38:21 39:9,18 40:16 45:12 MPDs 7:15 17:15 Muse 36:20	43:5,15 neighborhoods 13:9 39:6 New 6:8 15:3 25:6 25:10 nice 38:10 45:3 NICK 1:15 night 14:21 17:13 23:3 24:2 31:19 33:3 35:1 41:6 nightclub 30:8,8 nightlife 13:6,8,9 13:19 17:17 18:1 19:14 20:2 22:8 28:12 30:4,20 31:4 33:6 nights 2:14 4:20 5:14 6:2,22 15:4 32:20 41:6 NMPD 30:3 noise 10:20 18:18 normally 10:21 11:10 25:10 noted 11:2 noticed 12:10 notified 2:22 number 2:12 12:14 18:19 22:5 43:2 numbers 14:14 19:21	16:11,12,14 17:14 17:18,21 18:1 19:14,16,19 20:2 20:10 21:10,22 22:6,8,16 26:9,9 30:3,7,20 31:3,4 32:8 35:9 36:13 36:13 37:16,20 38:20 39:14 41:12 41:17,20 43:3,4 44:22 oftentimes 30:6 oh 15:14 32:1 okay 2:6 3:12,15 8:7 10:19 11:15 11:16 13:14 15:15 15:15 24:19 25:15 28:3,4,5,9 35:3 40:20,22 41:5 43:7 44:1,22 45:1 45:6,11 once 22:9 ones 39:1,3 open 36:14 operations 24:22 37:7 opportunity 7:2 option 35:13 38:4 options 33:6 order 10:8 31:19 43:4,10 organizations 38:8 38:9 42:22 organize 6:5 oriented 39:15 original 7:1 outside 20:10 44:13 overkill 20:2 overnight 41:4 oversight 29:6 owners 4:8
<hr/> M		<hr/> N	<hr/> O	<hr/> P
Madam 7:12 9:6 main 22:2,3 38:8 39:2 42:21 maintain 6:22 10:8 maintaining 5:22 major 41:22 making 26:5 31:21 32:5 manage 11:18 22:15 23:14 managed 5:4 management 21:13 23:7 managing 16:13 23:11 mandates 36:11 43:4		N.W 1:13 name 3:17 narcotics 30:10 necessary 5:19,21 need 20:1 33:6,9,16 33:19,21 34:15,18 35:1 36:3 39:20 40:3,4 41:15 42:16,19 43:10,12 43:17 44:13 needed 4:22 5:16 19:5 32:17 needs 5:4 12:8 34:14 37:4 neighborhood 19:20 31:14,17 38:7,10,12 42:21	o'clock 2:20 3:8 24:14 44:8 OAG 37:11 obviously 40:11 occasion 6:7 occur 17:9 33:22 occurs 7:17 offenses 12:15 offer 4:11 officer 22:14 30:10 30:10 32:15 33:8 34:16 39:5 officers 2:19 4:21 6:11 8:3,15,18,20 9:1,4 13:5,7,8	P-R-O-C-E-E-D-... 2:1 p.m 2:19 3:8 14:12 35:1 45:10,17

<p>paid 22:13 25:6</p> <p>pairs 9:2</p> <p>part 11:17 13:16 17:12</p> <p>participate 6:5,6 25:22</p> <p>participated 4:14</p> <p>particular 35:15,15 35:16 36:12 44:13</p> <p>particularly 16:3</p> <p>parties 3:4,5</p> <p>partner 31:8</p> <p>Partnership 3:19 6:14 7:6</p> <p>parts 5:3</p> <p>pass 24:21 44:18</p> <p>Pat 30:20</p> <p>Patrick's 6:9 15:2 25:11 34:3</p> <p>patrolling 31:21</p> <p>pay 35:11 39:4</p> <p>peace 10:8 31:13</p> <p>people 11:5 14:14 16:1,21 18:20 20:13 24:17 30:21 31:22 37:3 39:16 41:10,13 42:7</p> <p>people's 29:18</p> <p>percent 36:3</p> <p>percentage 43:2</p> <p>performance 37:13</p> <p>period 12:12</p> <p>permitted 3:6</p> <p>person 22:13</p> <p>personnel 37:8</p> <p>pick 11:5 14:15</p> <p>place 8:21 11:3 23:6</p> <p>placed 12:13 18:17</p> <p>places 10:14 39:4,5 44:12</p> <p>plan 8:21 10:17 21:20,22 23:5</p> <p>play 31:12</p> <p>please 34:8</p> <p>pleased 9:12 28:13 28:15</p>	<p>point 4:4 31:2</p> <p>points 41:22</p> <p>police 12:5,17 13:2 13:21 18:12 20:14 26:8 29:8 31:6,17 32:2 33:8 35:8 38:20 39:5,14 40:9,12 41:16 42:19 43:3,18</p> <p>policing 30:18</p> <p>position 22:21</p> <p>positioned 10:14</p> <p>post 31:19</p> <p>praise 9:13</p> <p>presence 16:14 33:8 34:16</p> <p>present 1:14,20 31:10,10</p> <p>presentation 39:10</p> <p>presiding 1:13</p> <p>pretty 7:21 15:20 24:17</p> <p>priceless 21:16</p> <p>primarily 10:22</p> <p>prior 20:13</p> <p>probably 17:12 34:20</p> <p>problem 15:19 33:2</p> <p>professional 20:10</p> <p>professionals 5:11</p> <p>program 2:10,13 2:18 4:2,4,15,16 5:2,4,10,18 6:1,7 6:10,15,21 7:1,3 11:18 13:7 15:3 20:8 21:3,13 22:15 23:8,10 26:10 29:15 32:16 32:20 33:13</p> <p>property 4:8</p> <p>proposal 29:9</p> <p>proposed 2:8,11,15 45:12</p> <p>protect 43:12</p> <p>protest 44:6 45:14</p> <p>proven 4:18</p> <p>provide 4:9 32:16</p>	<p>provided 4:21 30:1</p> <p>provides 5:5</p> <p>provision 36:17</p> <p>public 2:7 5:6,22 6:12 28:14 29:22 32:16 33:8,16,18 33:21 34:17,22 35:8,17 36:3 43:14,21</p> <p>put 12:11 19:3 28:16 29:9,11,11 29:17 41:11 42:11</p> <hr/> <p>Q</p> <p>quantify 20:20</p> <p>question 7:12,13 9:19 14:4 24:20 42:2,4</p> <p>questions 7:8 12:7</p> <p>quickly 6:16 8:5 12:5</p> <p>quiet 9:20 10:1 11:10 15:21 31:13</p> <p>quieter 10:22</p> <p>quietest 18:19</p> <p>quite 8:5 10:9</p> <hr/> <p>R</p> <p>ran 36:7</p> <p>rationale 35:19</p> <p>RDO 4:2,14 5:10 5:18,21 6:6 7:3,16 8:9 9:21 11:18 15:3 18:6,11,17 19:21 20:4,7 21:6 21:21 23:10,21 24:11 26:4,10 27:3 30:7 31:3 32:15 45:12</p> <p>RDOs 4:16 5:9,13 6:8 7:15 8:17 9:18 10:5 12:11 13:16 16:11 17:20 18:5 19:10 21:4 23:22 24:14 25:3 25:6 33:15 41:6 42:6</p>	<p>ready 5:11 8:3</p> <p>real 38:6 41:2</p> <p>realize 40:3</p> <p>really 5:1 9:15 18:4 20:4 21:14 23:8 23:12,14 24:16 27:8,12,18 28:13 31:20 32:17 34:14 42:20 45:2</p> <p>reason 8:19 9:5 31:1 32:14 36:15</p> <p>reasonable 32:7 37:19</p> <p>recess 45:13</p> <p>recollection 24:7</p> <p>recommend 38:13</p> <p>reconsider 37:12</p> <p>record 27:1 45:9</p> <p>reduces 41:11</p> <p>reducing 4:19</p> <p>Reeves 1:12</p> <p>regarding 2:9 3:1 28:21 44:11</p> <p>regardless 33:22</p> <p>regular 8:18 18:12</p> <p>regulations 24:20</p> <p>reimbursable 1:6 2:10,13 4:2 5:15</p> <p>reimbursement 2:5 2:18</p> <p>reluctant 37:10</p> <p>request 26:5</p> <p>requested 13:17</p> <p>requesting 37:19</p> <p>require 38:21,22</p> <p>requirements 39:8 39:17</p> <p>requires 26:7</p> <p>requiring 40:5,8</p> <p>reserve 22:14 32:15</p> <p>resources 5:17 12:9 12:9</p> <p>respond 7:18 8:9 12:5</p> <p>responsibility 10:7</p> <p>responsible 35:6 37:1</p>	<p>reverse 6:21</p> <p>revisit 36:18 38:2</p> <p>right 5:9 8:3 11:16 14:2 16:10,12,14 18:21 19:4 20:16 20:16 21:1,1 22:18 23:21 24:15 27:15,22</p> <p>Road 10:3,16,21 11:4,13 15:12</p> <p>robbing 30:12</p> <p>Rodriguez 1:17 9:9 9:10,17 10:2,19 11:14,20 15:9,10 15:16 16:7,19 17:1 25:16,17,19 26:15</p> <p>Room 1:12</p> <p>Row 39:22</p> <p>rulemaking 1:6 2:4 2:8 27:2 45:12</p> <p>rules 2:11,15,17 4:1</p> <p>running 44:5</p> <p>Ruthanne 1:13,15</p> <hr/> <p>S</p> <p>s 29:12</p> <p>safe 35:7</p> <p>safety 4:9,16 5:6,22 6:12 9:3 11:17 29:22 32:16 33:9 33:16,19,21 34:18 34:22 35:8,17 36:3 43:14,21</p> <p>Saturday 2:14 5:14 6:22 14:20 24:1 32:21 34:9</p> <p>Saturdays 33:20</p> <p>save 25:8 26:10</p> <p>saving 20:9</p> <p>saying 35:7 40:17 43:13</p> <p>scaled 22:5</p> <p>scheduled 2:4 38:1 40:9</p> <p>scout 31:9</p> <p>search 16:1</p>
---	---	--	--	---

Section 2:8 security 37:8 see 8:1 9:11,18 10:15 11:8 12:6 14:14 21:3 22:11 27:17 36:18 43:18 45:3 sees 7:16 sense 22:12 33:17 34:12,13 September 6:4 25:21 Sergeant 24:1 serious 12:15 services 4:10 set 30:19 33:13 seven 2:14 6:1 14:18 Short 26:20,21 27:5,20 28:1 show 20:4 21:10 34:3 shows 37:3 side 9:20 10:1,21 10:22 11:4,7,9 sidewalk 31:21 signed 22:16 Silverstein 1:18 12:2,3 13:1,14 14:3 15:5 17:6,7 18:6,9,16,22 19:7 19:11 20:5,17 21:15 40:14,20 44:2,3 45:5 simply 13:20 20:9 20:21 sit 31:8,18 sitting 31:15 situation 7:20 12:21 27:13 situations 5:12 8:5 13:11 20:11 37:8 six 36:13 37:5,14 41:16 size 44:15 Skip 28:11 40:17 40:22 42:13 43:8	45:3 slight 14:16 slightly 30:13 slots 21:10 22:17 23:1 smaller 40:1 SOD 38:14 soft 41:8 somebody 23:10 30:11,14 sorry 32:15 40:6 sort 12:19 22:10,14 23:10 31:12 36:17 special 2:16 6:2,9 26:7 31:6,7 38:18 Specifically 2:11 spending 6:18 27:10 32:10 spent 6:16 St 6:9 15:2 25:11 34:3 staff 22:10 standing 30:14 start 22:19 started 29:3 starting 14:11,15 35:2 stay 17:20 21:11 staying 41:6 stick 24:14,16 stipulations 27:21 stop 11:4 12:17 13:2 16:20 20:19 strategic 8:21 10:14 street 1:13 9:19 11:1,7 16:1 22:2 24:4 38:8 streets 24:17 39:2 40:12 42:21 stress 41:11 stressing 31:1 strip 4:3 10:4 16:3 stuff 16:17 submit 3:6 45:9 subsidy 2:10,13,16 4:2 5:21 32:19	33:15 43:1 success 21:3 23:8 successful 4:19 29:21 sudden 27:11 sufficient 5:17 6:19 24:11 Sunday 14:19,20 sunset 36:17 support 3:22 6:1 7:5 19:13 29:1 41:2,8 42:14 43:9 43:19,20 supported 26:4 supportive 27:2,7 27:21 29:15 34:5 34:7 supposed 22:19 23:4 sure 11:16,22 15:1 15:3,7,12,15 16:6 16:6,16 17:4,4 21:9,18 22:15 23:3 26:13,18 33:3 surplus 27:15 43:12 surprised 42:3 system 4:17	term 17:15 terms 4:1 36:4 37:18 38:4 39:18 40:2,18,18 41:1,5 terrible 20:14 testify 28:7 testifying 42:13 testimony 25:20 26:16,22 44:4 thank 7:2,5,7,12 9:6,16 11:21 12:3 15:5 17:3 21:17 25:18 26:15,16,22 28:1,4,5,8 42:1 44:4,10,20 45:1,5 45:7 thing 29:3 35:8 36:22 42:7 things 7:22 12:10 12:17,19 13:2,15 17:9 20:19,21 22:11 36:8,18 37:20 38:10 think 5:1 13:4,12 14:6,9,11,18 15:18 17:22 20:7 24:6,7,8 25:1 32:6 35:7 36:1 37:9 40:1 41:21 42:15 44:16 thought 42:5,10 thoughts 44:18 threatening 20:12 three 21:5 32:19 38:1 40:10 thrive 7:4 Thursday 14:19,20 time 14:1,8 15:21 17:10 18:4 24:13 27:18 29:2,6 34:1 34:8 36:13 41:11 times 8:10 13:18 33:1 Title 2:9 today 2:6 3:22 top 39:18 totally 31:18	traditional 15:1 traffic 16:12,13 40:13 trained 5:11 13:6 13:11 training 13:8 19:17 30:19 31:5 32:4 44:21 triage 19:2 tried 23:9 try 7:19 13:20 trying 10:18 17:14 30:15 tweak 22:12 two 14:8 37:16 40:2 44:5 type 21:15 30:18
U				
understand 27:14 understanding 12:20 unit 19:3 unlimited 12:8 19:1 unrealistic 39:8 untraditional 15:2 urge 6:17 use 35:17 36:19,20 usually 9:2 34:3,20				
V				
valuable 40:7 value 20:8 various 38:22 vice 30:10 visible 31:22 vision 29:1 vital 18:7 volunteer 30:7 vote 43:22				
W				
walk 10:7 walking 39:16 want 15:10,12 21:20 27:1,9,12 27:17 28:7 38:5,9				

38:11,12,17 40:21 42:2 43:9,13 44:3 44:9,10 45:8 wanted 29:14 32:13 41:22 Washington 1:13 way 21:7 23:14,15 29:11 41:14 we're 2:6 14:4 17:14 19:13 29:14 40:5,15 we've 20:21 21:2 22:4 23:13,19 25:6 30:2 33:18 33:20 37:22 41:16 Wednesday 33:3 35:1 week 2:15 6:2 14:18 44:7 weekend 4:16,20 Welcome 3:8 whatnot 37:17 39:16 whiddled 32:12 wish 3:4 wishing 36:16 witnesses 2:22 work 7:6 9:14 13:5 13:8 16:8 17:19 22:2 23:14 24:8 40:4 43:10 worked 2:19 9:12 23:6,12 29:8,10 30:2,18 working 21:14 22:11,20 29:4 30:11 worst 18:4 wouldn't 43:19,20 writing 32:22 45:9 written 3:6 <hr/> X <hr/> <hr/> Y <hr/> year 12:13 22:9 27:12 29:13 38:17	39:22 Year's 6:8 15:3 25:6,10 years 5:13 9:13 19:10,15 22:5 25:12 28:19 32:19 36:6 <hr/> Z <hr/> zone 17:14 <hr/> 0 <hr/> <hr/> 1 <hr/> 1 44:7 1:30 45:13 10 38:18 10:00 34:13 11:00 14:11,13,15 34:12 39:14 11:30 2:19 14:13 33:22 11:37 2:2 12:17 45:16 13 1:10 14th 1:12 1700 10:15 11:13 11:14,15 15:17 18 33:2 35:4 1800 10:16 11:12 15:13,14,16 18th 9:18 11:1,7 16:1,12 24:4 1900 10:16 <hr/> 2 <hr/> 2:30 17:11,19 18:3 24:5,7 41:15 20 38:18 2000 1:12 2007 4:15 28:19 2008 3:22 28:19 2014 1:10 3:8 22nd 3:8 45:10 23 2:9 26 43:4 <hr/> 3 <hr/>	3(c)s 38:8 3:00 17:19 24:8 41:15,18 3rd 8:18,22 <hr/> 4 <hr/> 4 3:7 4:00 45:10 <hr/> 5 <hr/> 5 2:20 24:14 5:00 14:13,13 17:12 17:20 18:5 24:16 39:15 50 36:3 501 38:8 39:2 501(c)3s 42:21 <hr/> 6 <hr/> 60 37:5 <hr/> 7 <hr/> 718.2 2:9 7D 30:10 <hr/> 8 <hr/> <hr/> 9 <hr/> 9:00 35:1,2 90 36:18 37:5		
--	---	--	--	--